

INSTALLING THE HABITS OF A STRATEGIC LEADER

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GUEST SPEAKER

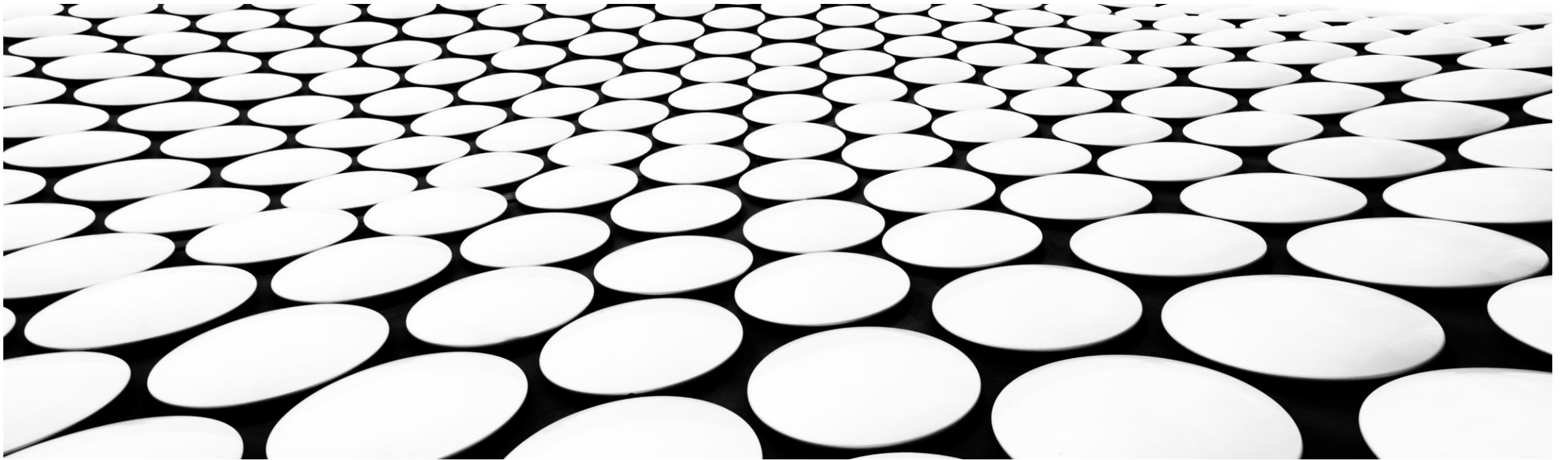


Leigh Erickson, Site Leader & ISC Director
Honeywell

- ✓ How to implement long cycle habits
- ✓ How to build strategic time in weekly
- ✓ How to reinforce strategy with your team

INSTALLING HABITS OF A STRATEGIC LEADER

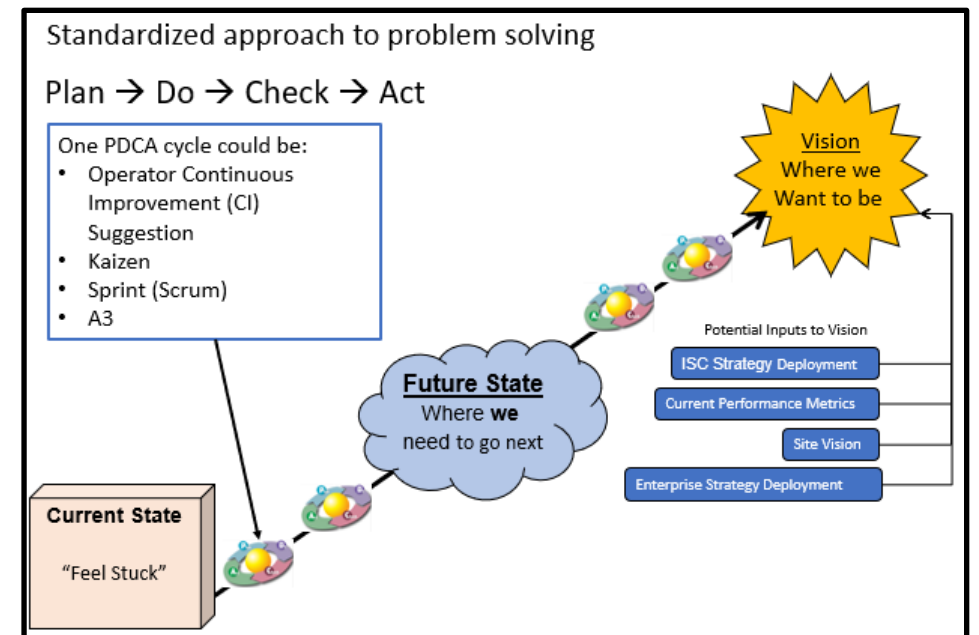
LEIGH J. ERICKSON



WHY DO TEAMS NEED STRATEGIC TIME?

Teams Aspire To:

- Understand the Vision
- Know they are moving in the right direction and making improvement
- Confirm performance metrics are still aligned to positive business performance
- Recognize individual contributions are helping the team be successful



LONG CYCLE STANDARD WORK

- RECORD AND REVIEW INFREQUENT BUT IMPORTANT ACTIONS

Task	Frequency of Task	Auditor	Owner	STANDARD WORK TIMELINE																																																			
				Apr-15				May-15				Jun-15					Jul-15				Aug-15				Sep-15					Oct-15				Nov-15				Dec-15																	
				wk 14	wk 15	wk 16	wk 17	wk 18	wk 19	wk 20	wk 21	wk 22	wk 23	wk 24	wk 25	wk 26	wk 27	wk 28	wk 29	wk 30	wk 31	wk 32	wk 33	wk 34	wk 35	wk 36	wk 37	wk 38	wk 39	wk 40	wk 41	wk 42	wk 43	wk 44	wk 45	wk 46	wk 47	wk 48	wk 49	wk 50	wk 51	wk 52													
All RLG Areas Long Cycle Standard Work																																																							
Create Physical Inventory Projects	Annual	RLG Ops Manager	RLG Supervisors																																																				
Training Matrix, Review of Applicable Courses (refer to QMS)	Annual	RLG Ops Manager	RLG Admin Assistant																																																				
RTY Yield Goal Update	Quarterly	Eng Manager	PE Leaders																																																				
Choose Next PCPX Project	Quarterly	RLG Ops Manager	RLG Eng Manager																																																				
Create Quality Walk and next year ADP escape projection	Annually	RLG Ops Manager	RLG Eng Manager																																																				
Complete Strategy Deployment Event for next year	Annually	RLG Ops Manager	RLG Ops Manager																																																				
Flow Goals for Next Year to Team	Annually	RLG Ops Manager	RLG Ops Manager																																																				

- Several items are worth doing consistently each year
- Build the action set and add to it as additional items become evident
- Include specific time to take a step back and discuss what has been done and to recommit to the vision or mission

BUILD TEAM STRATEGIC TIME INTO WEEKLY TEAM MEETINGS

- Weekly 30 minute meetings with a strong agenda can be meaningful check points

Our process is:

- Week 1 – Review high impact, site level projects
 - Week 2 – Census review – correct people for each area?
 - Week 3 – Review high impact, site level projects
 - Week 4 – Leadership Learning topics, Team development time
-
- Agree upon a repeat calendar to help ‘make every month the same’
 - We use a 4-4-5 financial calendar. This holds the Week 1 – Week 4 process, bringing predictability to the work required for the team

MAKE TIME TO CONFIRM VISION AND ACTIONS WITH 1:1 TIME

- Meet with direct and indirect team members every other week

Use the time to build trust and learn about teammates

Review current frustrations and assist in problem solving

Confirm resources are aligned for strategic success

- Meet with critical stakeholders at least monthly

Business leaders (General Managers, Sales VPs)

Peer functional leaders (Engineering for an ISC leader, for example)

- Remember to include your development and alignment through the process. Meet with your leader and/or a trusted mentor at least monthly!

Tim - Operations	Jim - Materials
Actions from last week	<input checked="" type="checkbox"/> To escalate <input checked="" type="checkbox"/> To Flow Down
A3 project, Inv improv	Planner Std Wk Reviews
Coaching new sup	
Topic for this week	<input type="checkbox"/> Incomplete <input checked="" type="checkbox"/> Completed
5S progress for the teams?	ABC policy verification
Actions for next week	<input type="checkbox"/> Incomplete <input checked="" type="checkbox"/> Completed

SUMMARY OF ACTIONS TO BUILD STRATEGIC TEAM STRENGTH

- Use Long Cycle Standard Work to build visual controls for infrequent items.

Long range visuals help the team remember to complete the important things and create new opportunities for improvement.

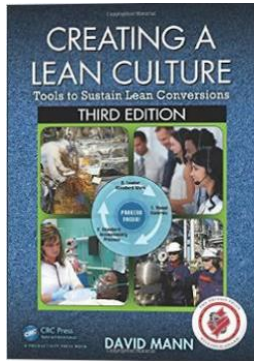
- Schedule time for the team to be deliberately strategic.

30 minutes a week helps make great strides week over week, month over month, year over year.

- Use 1:1 time to teach and reinforce the vision with team members individually.

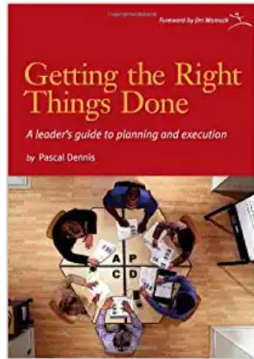
This helps people learn culture and vision, builds team continuity, and cultivates trust.

KEEP LEARNING AND BUILDING YOUR TEAMS TODAY!



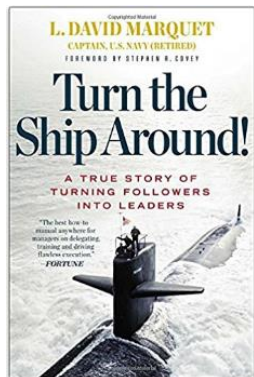
Lean Tools

- Creating a Lean Culture (David Mann), 3rd ed., 2014
How to implement Lean Tools across operations and office areas
Examples for Visual Controls, Standard Accountability and Leader Standard Work
Reads differently every time you read it (context changes as you learn)



Strategy Deployment Process and Execution

- Getting the Right Things Done (Pascal Dennis), 2006
Review of Strategy Deployment via a fictional site leadership team
Discusses timing, PDCA cycles, and team dynamics through implementation



Self Managed Work Teams, Intent Based Leadership

- Turn the Ship Around (L. David Marquet), 2013
Check out 'What is Leadership?' for a 9.5 minute summary of Intent Based Leadership
Organizations give control to the teams and support improvement

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